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AUTHOR Gilley, Jerry W.; Boughton, Nathaniel W.
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ABSTRACT

This book, which is intended for managers responsible for training and managing employees, outlines an approach to employee management and training that is based on the premise that, if managers are to enhance employees' commitment to the organization and improve productivity, they must first stop managing their employees and start coaching them. The following topics are examined in the book's 11 chapters: the failure of today's organizations (lack of organizational focus, adjusting to changing conditions, developing new organizational paradigms); eliminating managerial malpractice (attitudes, skills, behaviors, ingredients for success); four phases of performance coaching (performance coaching in action, standards of excellence in performance coaching); reengineering the human resource development (HRD) process (seven failures of today's HRD philosophy, creating a new HRD philosophy); building employee relationships that enhance commitment (freedom from fear, communication, interaction, acceptance, personal involvement, trust, honesty, self-esteem, personal and professional development, and applying the relationship model); managers as trainers; managers as career coaches; managers as confronters; managers as mentors; developing self-esteem in employees and teams; and strategies and rewards that enhance employee commitment and get results. Contains 14 figures. (MN)

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